



Board of
Examiners

Update

July 2002

2002 Award Applicants

A total of 49 organizations have applied for the Malcolm Baldrige National Quality Award (MBNQA) to be announced in late 2002. Eight manufacturing companies, three service companies, eleven small businesses, ten education organizations, and seventeen health care organizations sent in applications by the May 30 deadline.

2002 Board of Examiners

Congratulations to the 2002 Board of Examiners! During the month of May, a total of 441 Examiners completed training. This year's board includes 441 members, including 9 Judges, 40 Alumni, 190 returning Examiners, 43 returning Senior Examiners, and 159 new Examiners.

The 2002 Examiner Preparation Course provided challenges and new learning for all. Examiners indicated that they were very satisfied overall with training, scoring it between good and excellent with a mean score of 4.56 out of a possible 5 points. Judges and Senior Examiners facilitated sessions, supported by Baldrige staff moderators and administrators and staff members from the American Society for Quality. For their insights and guidance during training, we extend a special thanks to facilitators Mara Fellhoelter, Karen Gedera, Laura Huston, John Jasinski, David Jones, Kay Kendall, Brenda Kuhn, Brian Lassiter, Kevin McManus, Rex Mobley, Judy Morton, Sharon Muret-Wagstaff, Joe Muzikowski, Maureen Travalini, Roger Triplett, Susan Williams, and Kathy Yeu.

2002 Case Study

The case study that was used as the basis for the 2002 Examiner Preparation Course features the CapStar Health System, a fictitious non-profit health care system. The case study provided many valuable lessons during the training sessions, and overall satisfaction with the case study was high. Demonstrating the form and content of an Award application, the case study provides information requested in the seven Categories of the *2002 Health Care Criteria*. The case study writing team had been challenged to focus on developing a case study that shows an organization demonstrating an effective, systematic approach responsive to basic requirements of most Items, but with deployment in some key Areas to Address being too early to demonstrate results. Also, the organization shows early improvement trends and comparative data in areas of importance to key organizational requirements.



John Jasinski facilitates in the Blue Room during Week 2 of Examiner training.

The *CapStar Health System Case Study* authors were Joel Ettinger (team leader), Sherril Gelmon, Ellen Kurtzman, Ron Marafioti, Mike Rosenblatt, and Patricia Stoltz. The expert reviewers for the case study included Sherry Bright, Brenda Kuhn, Michael Reames, Jim Schlosser, Doug Sears, and Lionelle Wells. Kay Kendall served as the technical editor for the case study. A Consensus Team evaluated and scored the CapStar Case Study to serve as a baseline for Examiner training. This team included Rex Mobley (team leader), David Jones, Brenda Kuhn, Brian Lassiter, Judy Morton, Sharon Muret-Wagstaff, and Roger Triplett. Frank Appel served as the CapStar Case Study Scorebook technical editor. Thanks to everyone involved in producing this highly successful document.

2002 Case Study Packet

The 2002 Case Study Packet will be available on the Baldrige Web site (www.quality.nist.gov) by August 15. Featuring material used in the 2002 Examiner Preparation Course, the packet will be of special interest to any organization committed to performance excellence. In addition to the *CapStar Health System Case Study*, the packet includes an *Executive Summary*, the *CapStar Health System Scorebook*, the *CapStar Health System Feedback Report*, and the *Handbook for the Board of Examiners*. The packet is used in conjunction with the *2002 Health Care Criteria for Performance Excellence* and the *Scorebook for Business, Education, and Health Care* (also available on the Baldrige Web site) to illustrate the 2002

Malcolm Baldrige National Quality Award application and evaluation processes. In addition to their use in Examiner training, case study packet materials also are used by state and local quality award programs, organizations doing self-assessments, and potential applicants for the Award.

Electronic Update

We look forward to providing you the latest Baldrige Program news in an electronic *Update* this fall. Starting with the next issue, readers will receive e-mail notification of new issues with a hyperlink to *Update* on the Baldrige National Quality Program (BNQP) Web site. **THIS SHOULD BE YOUR LAST PRINT-ED ISSUE OF UPDATE!** If you don't have Internet access, please contact *Update* editor Jan Juras who will be glad to send you a laser copy of *Update*.

This month, we will be asking Senior Examiners to beta-test the delivery of the electronic *Update*. Seniors, in addition to the paper copy of this issue, you will receive an e-mail in which you will be asked to try out the hyperlink to the issue on our Web site. Please inform us of any problems encountered by replying to the e-mail.

In our May issue, we requested that *Update* readers provide their e-mail address to Jan Juras along with their latest mailing address. (Current Examiners did not need to provide their information since the Baldrige Office already has this information.) We are grateful for the many responses. If you have not provided your latest e-mail address and wish to be included in the electronic distribution of *Update*, please send this information to Jan (fax: 301-948-3716; e-mail: janet.juras@nist.gov).

Senior Examiner Selection Completed

Thirty-seven new Senior Examiners have been selected, bringing the Senior component of the Board of Examiners to 80 members. These individuals will receive further training on the consensus and site visit processes on one of two training dates—July 18 or 25. If you were selected as a Senior Examiner and have not received your prework, please call Melissa Pollack at 301-975-8950.

2002 Improvement Day and Call for Comments

The Baldrige National Quality Program's annual Improvement Day will be held on July 26, 2002, at the National Institute of Standards and Technology (NIST) in Gaithersburg, Maryland. Whether you are planning to attend in person or not, please submit your comments ahead of time so they can be available to participants.

Topics on the agenda include the Categories of the Criteria for Performance Excellence, the other Criteria booklet sections (Scoring Guidelines, Core Values, etc.), and suggested improvements to Program processes (such as Examiner training, case studies, and the BNQP Web site).

The Call for Comments Web page and online registration can be accessed from www.quality.nist.gov. Note for travel purposes that Improvement Day follows the Senior Examiner training class on July 25, 2002, and precedes the State and Local Workshop on July 29-30. If you have questions or need additional information, please contact Mary Eastman at 301-975-5568 or Geneva James at 301-975-2036.

Dates and Locations Set for the 2002 Regional Conferences

We are pleased to announce that the 2002 Baldrige Regional Conferences will take place on October 10 at the Fremont Marriott in Fremont, California (in the San Jose area) and October 23 at The Ritz-Carlton in Dearborn, Michigan. The conferences are being co-sponsored by the Baldrige National Quality Program and the California Council for Excellence, the Greater Memphis Association for Quality, the Michigan Quality Council, and the Iowa Quality Center.

As noted previously, the conference format will continue to feature keynote, concurrent, and town hall sessions with Baldrige Award recipients. The conferences will also be value priced at under \$500 with additional discounts for advance registration, faculty, and groups. Look for specific details on the conferences, including registration and hotel information, on the BNQP Web site in mid July.

Foundation Brochure Wins Award

The Foundation for the Malcolm Baldrige National Quality Award has received word that its brochure "The Winners' Circle" won a Crystal Award of Excellence. The announcement of this achievement came in a letter: "This is an international awards competition that recognizes outstanding work in the communications field. Entries are judged by industry professionals who look for companies and individuals whose talent exceeds

competitiveness

Update

a high standard of excellence and whose work serves as a benchmark for the industry. There were 3,600 entries from throughout the United States and several foreign countries in the Communicator Awards 2002 Print Media competition. The Award of Excellence is presented to those entrants whose ability to communicate places them among the best in their field.”

Examiner Ambassador Activities

The following Examiners and former Examiners reported outreach efforts between early April and mid June: Alfredia Boyd, Michael Chapman, Kate Goonan (9), Lisa Makosewski, Er Ralston, and John Smith. In addition, the following Examiners (including Alumni and former Examiners) requested the portable exhibit and/or outreach materials: Nancy Askins, David Blanco, Mary Ann Brennan, Paula Friedman, Lisa Makosewski, Fernando Padro, Paul Rasp, Frank Toda, Rich Vesely, and Dennis Widman. We thank all of these ambassadors for their outreach efforts. If you have conducted outreach efforts on behalf of the program and wish to be recognized, report your activities to Jamie Ambrosi of our Outreach and Communications Team. His fax number is 301-948-3716, and his e-mail address is ambrosi@nist.gov.

Examiner Press Release Announcements

Take advantage of an opportunity to tell your community of your achievements and to spread the word about the Baldrige National Quality Program. A press release announcing your appointment to the 2002 Board of Examiners will be prepared if you return the press release form that was given to you at training. To receive a new copy of the form, please contact American Society for Quality Baldrige Contract Administration by phone (414-765-7205), e-mail (mbnqa@asq.org), or fax (414-765-7214).

New Outreach Materials Available

Baldrige ambassadors, we have new and/or updated materials available to help you spread the word to new audiences. Copies of the new brochure on *Why Baldrige?*, the new CEO Issue Sheet, and the updated BNQP slide set can be obtained by calling our Customer Service Desk at 301-975-2036, or you can e-mail BNQP's customer service at nqp@nist.gov. In addition, the new Examiner brochure *Get On Board* soon



Lyani Valle, our first Examiner from Puerto Rico, reports out during Week 1 of Examiner training.

will be available. Quest for Excellence XIV materials are available from the American Society for Quality (phone: 800-248-1946, fax: 414-272-1734, and e-mail: asq@asq.org).

Why Baldrige?—BNQP's new *Why Baldrige?* booklet is addressed to anyone who wants to improve his or her organization and who wants to learn more about BNQP and the Baldrige approach. The booklet answers basic questions about BNQP and the Criteria for Performance Excellence. It offers five reasons to choose Baldrige as your performance management framework, as well as a brief history of BNQP and an overview of the Criteria for Performance Excellence and the Award process. It also provides some next steps and resources to help an organization learn more about performance excellence and get started using the Criteria.

Baldrige, Six Sigma, and ISO: Understanding Your Options—CEOs often ask which to choose among these three performance improvement tools, or if they can be used together to improve their organizations. Four Baldrige Award recipients answer these questions in BNQP's fifth CEO Issue Sheet, *Baldrige, Six Sigma, and ISO: Understanding Your Options*. Ames Rubber Corporation, Eastman Chemical Company, STMicroelectronics, and Sunny Fresh Foods all use Baldrige either alone or in conjunction with Six Sigma and/or ISO as the basis for their performance improvement efforts. These Award recipients explain the different roles each of these systems plays in their organizations' improvement efforts and how Baldrige provides the overall systems approach needed to ensure the development and success of any organization. A

Update

copy of the new CEO Issue Sheet is included with this issue of *Update* or is available on the Baldrige Web site (www.quality.nist.gov).

2002 BNQP Slide Set and Frequently Asked Questions (FAQ)—The slide set (with speakers' notes) contains ten different presentations, including Program Overview, Program Impacts, and modules for the different Criteria for Performance Excellence (Business, Education, and Health Care). The FAQ contains answers to numerous tricky questions, including the key differences between Baldrige and ISO 9000. A CD-ROM with both products on it was distributed at Examiner training; additional CDs are available from BNQP upon request.

Get On Board—The new Examiner brochure, *Get On Board*, will be available in print and online near the end of July. The new brochure will include information about the benefits and duties of becoming a Baldrige Examiner. Current members of the Board of Examiners will receive a copy of the brochure to share with colleagues who may be interested in becoming a Baldrige Examiner. If you would like additional copies of the brochure, please contact BNQP.

Quest for Excellence XIV Conference Materials—This year Quest for Excellence attendees received a bound book with summaries of the Award recipients' applications along with the conference proceedings in two formats—a spiral bound notebook and a CD-ROM set with two CDs. The CD-ROM set and accompanying videotape also include two versions of the *Quest for Excellence XIV* video: the short version, which was featured at the conference; and the long version, featuring more in-depth information on each Award recipient. The CDs and videotape also include other Baldrige Program videos, and the CDs also

contain the 2002 Criteria for Performance Excellence (Business, Education, and Health Care) and Web site links to the 2001 Award recipients and NIST.

The entire set of conference materials, packaged in the official Quest for Excellence Conference bag, may be purchased for \$49.95 from the American Society for Quality (phone: 800-248-1946, fax: 414-272-1734, and e-mail: asq@asq.org). (Please reference Item No. T1203.) The CD-ROM set may be purchased for \$35. (Reference Item No. T1202.) The videos also are available on VHS tape for \$20. (Reference Item No. TA998.) Shipping and handling charges are extra.

Staff Changes—ASQ

Yublonksi Brimley started working for ASQ in October 2001 as a customer service representative and is now part of ASQ-MBNQA. She enjoys cooking, sightseeing, sewing, shopping, and watching "old movies." Her telephone extension at ASQ is ext. 7298 (800-248-1946), and her e-mail address is ybrimley@asq.org.

Beth Huisman, who began her career at ASQ as a temp, was hired to manage the Capital Campaign database. She became a permanent, full-time employee of ASQ last June and worked in the Quality Information Center as a Resource Representative, filling orders and assisting the research librarians. Prior to working at ASQ, Beth was a Fine Art Coordinator (project manager) with an art company. She enjoys yoga, backpacking, hiking, biking, whitewater rafting, hosting wine tasting parties, and swimming. Presently, Beth is training with the hope of making it to the swimming Master's Nationals in April 2003 in Sarasota, Florida. You can reach Beth at ASQ on extension 8707 (800-248-1946) or via e-mail (bhuisman@asq.org).

Update

The official newsletter for the Board of Examiners of the Malcolm Baldrige National Quality Award.

Publisher American Society for Quality—Administrator,
Malcolm Baldrige National Quality Award

Editor Janet Juras, NIST (301-975-2773)
E-mail: janet.juras@nist.gov
The Malcolm Baldrige National Quality Award
Newsletter is published on an as needed basis.